

DD/S 72-1885

11 MAY 1972

MEMORANDUM FOR: Executive Director-Comptroller

Bill:

Reference your questions on the Federal Executive Institute (FEI) and Training Selection Board paper:

1. Is the level of our attendees declining?

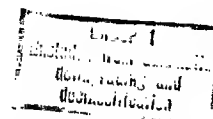
Certainly not all the people we have sent have been of the same high quality, but in the overall I certainly don't think there is any downward trend.

2. Only one from DD/P?

The answer is yes, but it should be noted that those who attend the FEI must be openly identified with their Agency and this continues to be a hang-up for the Clandestine Service.

3. Should we include this in our training/personnel development ladder study and recommendations?

Generally, yes. Specifically, no. We believe that in the executive development ladder there are rungs which should be labeled external training. We think that the narrowness of vision which results from concentrating a man's experience within an Agency is a weakness in an executive. Participation in these external training courses is challenging and usually quite competitive. The problems and issues rarely find an exact parallel within the Agency. As a consequence, CIA officers undergo a healthy stretching. The particular courses to be taken at various stages of an executive's development should be determined by the



circumstances in each instance. Hence, the remark that this should be included in our study generally but not specifically.

4. Your number 5 point, having to do with the marginal scribbles, really involves only one more question: Did only DD/S people attend the April seminar on new values?

The answer is yes, and this by our own initiative within the Directorate. Presumably no one else was interested. Since, as indicated later in the same paragraph, selection for attendance at these seminars is a matter for local command, we cannot centrally, through the Office of Training, seek nor direct attendance. Your own action on the seminar "Managing for Productivity in Government" is illustrative.

(signed) John W. Coffey

John W. Coffey

Att

Memo dtd 28 Apr 72 for Ex. Dir.-Compt. fr DD/S,
subj: Federal Executive Institute, w/Atts

ADD/S:RSW/ms (10 May 72)

Distribution:

Orig - Adse, w/O of Att (DD/S 72-1737)

1 - ER

1 - DD/S Chrono

1 - DD/S Subject, w/cy of Att & Background

1 - RSW Chrono

1 - DTR

TRANSMITTAL SLIP		<small>DATE</small> 10 May 1972
TO: Mr. Coffey		
<small>ROOM NO.</small>	<small>BUILDING</small>	
REMARKS: Recommend your signature. <div style="border: 1px solid black; width: 100px; height: 40px; margin: 0 auto;"></div> Robert S. Wattles		
FROM:		
<small>ROOM NO.</small>	<small>BUILDING</small>	<small>EXTENSION</small>

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

STAT

☐ UNCLASSIFIED☐ INTERNAL
USE ONLY☐ CONFIDENTIAL☐ SECRET

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020031-3

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Deputy Director for Support
Room 7D18
Hqs

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Director - Comptroller
Room 7D59, Hqs

5/1

5/1

/h.

To Mr. Colby -
Bill -

2.

AO/DCI

5/1

5/1

CW

The attachment identifying Training Selection Board (TSB) Programs indicates that the expense of some programs must be borne by the sponsoring office. This is necessary simply because the OTR allotment for external training has not recently been sufficient to cover the cost of all TSB Programs.

3.

EXDIR

5/3

WEC
6/1

4.

DDS

5.

① Is the level of our attendees declining?

6.

② Only 1 from DDP?

7.

③ Should we include this in our training/ personnel development ladder study & recommendations?

8.

9.

④ Para 4 - OK -

10.

⑤ See other scribbles

11.

12.

13.

14.

15.

John W. Coffey

Att

DD/S 72-1737

1-2 Please let me have your memo authorizing "Memorandum for Productivity in Govt."

3. Attached are papers you requested.

FORM
3-62

610

USE PREVIOUS
EDITIONS☐ SECRET☐ CONFIDENTIAL☐ INTERNAL
USE ONLY☐ UNCLASSIFIED

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020031-3

☐ UNCLASSIFIED☐ INTERNAL
USE ONLY☒ CONFIDENTIAL☐ SECRET

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020031-3

ROUTING AND RECORD SHEET

DD/S REGISTRY

SUBJECT: (Optional)

FILE *Training 3*

FROM: Deputy Director for Support Room 7D18 Hqs		EXTENSION	NO.
			DATE
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. Executive Director-Comptroller Room 7D59, Hqs			<p>To Mr. Colby - Bill -</p> <p>The attachment identifying Training Selection Board (TSB) Programs indicates that the expense of some programs must be borne by the sponsoring office. This is necessary simply because the OTR allotment for external training has not recently been sufficient to cover the cost of all TSB Programs.</p> <p><i>14 Feb</i> John W. Coffey</p> <p>Att DD/S 72-1737</p> <p>EO-DD/S:LDP/ms (28 Apr 72) Distribution: Orig RS - Adse, w/O&1 of Att 1 - DD/S Chrono, w/cy of Att 1 - DD/S Subject, w/cy of Att + Background (DD/S 72-1596) 1 - DTR, w/cy of Att</p> <p>DD/S 72-1737: Memo dtd for Ex. Dir.-Compt. fr DD/S, subj: Federal Executive Institute</p>
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

FORM
3-62

610

USE PREVIOUS
EDITIONS☐ SECRET☒ CONFIDENTIAL☐ INTERNAL
USE ONLY☐ UNCLASSIFIED

Approved For Release 2003/05/27 : CIA-RDP84-00780R005000020031-3

DD/S 72-1737

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Federal Executive Institute

1. This is in response to your memorandum of 19 April in which you requested information on Agency participation in the programs offered by the Federal Executive Institute.

2. To date, 26 Agency officers have attended the eight-week Residential Program in Executive Education. The last session for FY 1972 will be conducted 7 May-30 June, and we will have two officers in attendance. Attached for your information is a roster of all Agency participants, including the two who will attend the session starting 7 May. I understand that the Training Selection Board met on Monday, 24 April, and selected the principal candidates and alternates for the four sessions to be conducted in FY 1973, and that the memorandum requesting your approval of the candidates has already gone forward from the Chairman of the Board.

3. The short three-to-five-day seminars are offered at various times throughout the year, and the Agency has been well represented at many of these seminars. For example, early in April five officers from the Support Directorate attended a seminar in "Management and New Values: Executive Response under Impacts of High Change." The Executive Secretary of the Training Selection Board forwards a supply of announcements on all these seminars to the Senior Training Officers of the Directorates for distribution to their component training officers. The announcement on the seminar "Managing for Productivity in Government" was sent to the Senior Training Officers on 10 April. Since selection for attendance at these seminars is not competitive and the cost is borne by the nominating Directorate (or O/DCI as appropriate), the Training Selection Board does not handle selection of people to attend them. Thus designation of people from the IG or O/PPB staffs to attend the seminar you mentioned needs only a statement from you to the offices concerned.

4. Although I have no problem with Training Selection Board requests being forwarded to or through me, Hugh Cunningham, as Chairman of the Board, feels that correspondence could be expedited by sending it directly from you to him. He has pointed out to me, quite correctly, that the Training Selection Board is an Agency-wide function; the members of the Board represent all the Directorates and Hugh, as Chairman, is your representative. Attached for your information is a current list of the programs under the purview of the Board.

John W. Coffey
Deputy Director
for Support

Atts

Next 2 Page(s) In Document Exempt

TRAINING SELECTION BOARD PROGRAMS

Advanced Management Program
Harvard University

Air War College
Maxwell Air Force Base, Montgomery, Alabama

Armed Forces Staff College
Norfolk, Virginia

Army War College
Carlisle Barracks, Pennsylvania

Brookings Educational Programs for Federal Executives
Conferences for Management and Program Executives
Conferences for Science Executives
Conferences on Business Operations
Federal Executive Fellowships
Joint Conferences for Specialists from Business and Government

CIA Senior Seminar

Cornell Executive Development Program
Cornell University

Education for Public Management
Civil Service Commission

Educational Program in Systems Analysis
Civil Service Commission & Office of Management and Budget

*Executive Management Program
The Pennsylvania State University

Executive Program in Business Administration
Columbia University

Executive Seminar Center Program
Civil Service Commission - Kings Point, New York; Berkeley, California;
Oak Ridge, Tennessee

*Executive Seminars
The University of Wisconsin--Milwaukee

Fellowships in Congressional Operations
Civil Service Commission

*Foreign Service Economic Studies
FSI, Department of State

Industrial College of the Armed Forces
Ft. McNair, Washington, D.C.

Management Program for Executives
The University of Pittsburgh

*M.I.T. Program for Senior Executives, The
Massachusetts Institute of Technology

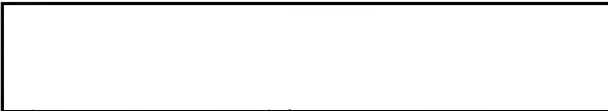
National Senior Intelligence Course
Defense Intelligence School

National War College
Ft. McNair, Washington, D.C.

Naval War College - School of Naval Warfare
Newport, Rhode Island

Program for Management Development
Harvard University

Residential Program in Executive Education - Federal Executive Institute
Civil Service Commission, Charlottesville, Virginia



Senior Seminar in Foreign Policy
FSI, Department of State

Stanford Executive Program
Stanford University

With the exception of those marked with an asterisk, all the above courses are budgeted for by OTR in support of the Training Selection Board. All other external training is decided on and paid for by the Directorate (or O/DCI as appropriate) which sponsors the training.

TRANSMITTAL SLIP		DATE 28 April 1972
TO: Mr. Wattles		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend <u>2</u> signatures.</p> <p style="text-align: center;">LDP</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED			
OFFICIAL ROUTING SLIP			
		DD / S R E G I S T R	
		F I L E <i>Training 3</i>	
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support	20 APR 1972	<i>Kau</i>
2	Director of Training Rm 1026, CoC Bldg		
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks: 1 to 2 - Hugh - Would you please draft an appropriate response for DD/S's signature. We would appreciate receiving it by 26 April 1972. <div style="text-align: right;"><i>15/ Bob</i> Robert S. Wattles</div> Att DD/S 72-1596			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Director - Comptroller			19Apr72
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 1-67 237 Use previous editions (40)

EO-DD/S:LDP/ms (20 April 72)

Distribution:

Orig RS - Adsee #2, w/Orig of Att w/its Atts

1 - DD/S Chrono

1 - DD/S Subject, w/cy of Att w/o its Atts ✓

DD/S 72-1596: Memo dtd 19 April 72 for DD/S fr Ex. Dir.-Compt.,
subj: Federal Executive Institute, w/Att literature(7)

Executive Institute
72-2190

DD/E 72 1596

19 April 1972

MEMORANDUM FOR: Deputy Director for Support
SUBJECT : Federal Executive Institute

Attached as noted below is a collection of free literature I picked up at the Federal Executive Institute. May I offer some comments:

- a. Could you advise me as to the status of our attendance at the regular seminar? This is explained in the book entitled "FEI 72" and the nominating procedures are outlined in the book entitled "FEI 73." I know we have sent people to this in the past, and I am curious as to our plans with respect to the four eight-week sessions during the coming year. This is the seminar group we have separately discussed inviting to visit CIA.
- b. Four leaflets discussing various special seminars this summer. Most of them do not look too applicable to us in CIA, except for the one on "Managing for Productivity in Government." I would like to see someone attend this as I believe this subject of productivity is one which will become very important in the government as a whole and the Agency in particular. May I suggest someone from PPB or IG?
- c. General descriptive pamphlet on the FEI.

STAT

W. E. Colby
Executive Director-Comptroller

Attachments

RSW

4/28/72

Except for para f, this is
an excellent memo. Para f
is accurate, ~~and~~ i.e., in
agreement with
but may not be stated
in just the way it should
be.

STAT

I suggest the attached
replacement para f -



CONFIDENTIAL

72-1737

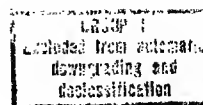
MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Federal Executive Institute

1. This is in response to your memorandum of 19 April in which you requested information on Agency participation in the programs offered by the Federal Executive Institute.

2. To date, twenty-six Agency officers have attended the eight-week Residential Program in Executive Education. The last session for fiscal year 72 will be conducted 7 May - 30 June, and we will have two officers in attendance. Attached for your information is a roster of all Agency participants, including the two who will attend the session starting 7 May. I understand that the Training Selection Board met on Monday, 24 April and selected the principal candidates and alternates for the four sessions to be conducted in fiscal year 73, and that the memorandum requesting your approval of the candidates has already gone forward from the Chairman of the Board.

3. The short three-to-five-day seminars are offered at various times throughout the year, and the Agency has been well represented at many of these seminars. For example, early in April five officers from the Support Directorate attended a seminar in "Management and New Values: Executive Response Under Impacts of High Change." The Executive Secretary of the Training Selection Board forwards a supply of announcements on all these seminars to the Senior Training Officers of the Directorates for distribution to their component training officers. The announcement on the seminar "Managing for Productivity in Government" was sent to the Senior Training Officers on 10 April. Since selection for attendance at these seminars is not competitive and the cost is borne by the nominating Directorate (or O/DCI as appropriate), the Training Selection Board does not handle selection of people to attend them. Thus designation of people from the IG or O/PPB staffs to attend the seminar you mentioned needs only a statement from you to the offices concerned.

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Federal Executive Institute

4. May I make a suggestion? It would expedite responding to memoranda and other correspondence requiring action or information on Training Selection Board activities if such correspondence were channeled directly to Hugh Cunningham as Chairman of the Board. The Training Selection Board is an Agency-wide function; the members of the Board represent all the Directorates and Hugh, as Chairman, is your representative. Whenever Board action requires your approval or consultation, the channel is from the Chairman directly to you. Attached for your information is a list of the programs under the purview of the Training Selection Board which your Assistants may find helpful in routing correspondence pertaining to Training Selection Board activities.

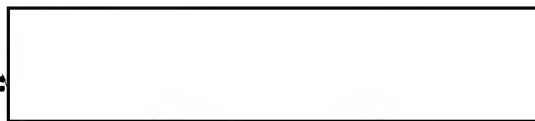
John W. Coffey
Deputy Director
for Support

Attachments

CONFIDENTIAL

CONFIDENTIAL

ORIGINATOR:



~~Walter L. Cunningham~~
Chairman
Training Selection Board

25X1

27 April 1972
Date

Distribution:

Orig - Adse w/atts
~~1~~ - ER w/cy/atts
2 - DDS w/cy/atts
4 - OTR (3 w/h)

CONFIDENTIAL